SYNOPSIS

On

Antecedents and Outcome of Employee Ambidexterity in Service Sector

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Research Supervisor:

Prof. B. K. Punia

HSB, GJUS&T, HISAR

Submitted By:

Suman

Roll no. 190100090138

Haryana School of Business

Guru Jambheshwar University of Science & Technology,

Hisar – 125001 (Haryana)

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exploitation are sequential, i.e. an organization switches from one mode to the other is based on organizational and environmental requirements (Swart *et al*. 2016). An organization that uses structural ambidexterity to manage conflicting demands will have to put the dual structure in place, where some business unit focuses on exploration, while others focus on exploitation (Gibson & Birkinshaw, 2004). So, an organization may have a separate research and development unit that continuously explores (adapts) the organizational offering (aiming to meet demand and supply in the future), while the mainstream operations exploit (align) and prepare the market current needs. Behavioral (contextual) ambidexterity is the ability to across an entire business unit to simultaneously demonstrate exploitation and exploration. It is about the different ways in which organizations organize the tensions involved in doing two different activities simultaneously (Birkinshaw & Gupta, 2013). However, various conceptualizations of ambidexterity exist (Gupta *et al*. 2006); this study will focus on contextual ambidexterity. The concept suggests that it is advantageous to include both exploitation and exploration by developing an organizational context that allows individual or organizational members to engage in both exploitative and explorative behaviors and make their own judgment about how to divide time and energy between the two behaviors (Gibson & Birkinshaw, 2004). An important result of contextual ambidexterity is that ambidexterity cannot be known as well solely as an organizational construct, but that the ambidextrous behaviors of individual organizational members need to be taken into account as well (Ahammad *et al*. 2015; Kang & Snell, 2009). Employees and their choices are central to contextual ambidexterity, so thorough discussion of ambidexterity at the individual level is necessary to fully understand this construct.

2.2 Employee ambidexterity

Employee ambidexterity refers to the balanced pursuit of explorative and exploitative activities (kobarg *et al*. 2017). At the employee level,

Explorative activities: explorative activities consist of "behaviors related to experimentation, searching for different ways to accomplish a task, and learning from errors" and

Exploitative activities: exploitative activities consist of "relying on previous knowledge and experience, putting things into the task, and incrementally improving well-learned task" (Rosing & Zacher, 2017).

Individual ambidexterity is a self-regulated activity in such a way that individuals make their own decisions on how to best distribute their resources over explorative and exploitative tasks. This self-management is affected by both individual characteristics and organizational contextual factors (Mu *et al*. 2020). In constructing, the above study first identified two dimensions of individual ambidexterity with regard to the four relationships between individual exploration and exploitation that was discovered in the recent literature. Furthermore the above study used the first dimension, "temporal dimension," from Simsek *et al*. (2009), as it contains the same element, simultaneous and sequential, and it applies to both the organizational and individual levels. As discussed above, simultaneous refers to the pursuit of both exploration and exploitation at the same time, and sequential refers to switching or shifting from exploration to exploitation, or the other way around. The second dimension distinguishes between the balance dimension and the combined dimension. Balance refers to maintaining a balance between exploration and exploitation, and combined refers to the combined magnitude of exploration and exploitation. In the present study High-Involvement Human Resource Practices have been taken as antecedents and employee performance have been taken as outcome.

3. LITERATURE REVIEW

3.1 Organizational Ambidexterity:

The word 'ambidexterity' is derived from the Latin word ambos, 'both', and Dexter, 'right'. Thus, the meaning of ambidexterity is 'right on both sides'. Duncan (1976) was perhaps the first researcher to coin the term 'ambidextrous organization'. Organizational ambidexterity is a progressive and versatile, (Birkinshaw & Gupta, 2013), as well as closely related to contemporary concepts of employee engagement and high-performance work systems (Patel *et al*. 2013), so it has become a popular concept. This concept has been utilized to describe a variety of distinctions in organization behavior and outcomes. It has been used to refer to organization's ability to do two conflicting activities at the same time - for example, efficiency and flexibility (Adler *et al*. 1999), exploration and exploitation (March, 1991) or alignment and adaptability (Birkinshaw & Gibson, 2004), single task and multiple tasks (Mom *et al*. 2009) teamwork and individual focus (Vineakar *et al*. 2006; Carmeli & Halevi 2009) and so on.